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ABSTRACT

The major purpose of the clearinghouse is to provide employment assistance and supportive services to adult and juvenile offenders on parole or work training release from corrective institutions in Washington State. Summarized in the annual report are major program activities and evaluation of problem areas. With the aid of Manpower Development and Training Act (MDTA) funding and the cooperation of local agencies, an individualized training program was developed for 46 persons in 28 different occupational areas. Implementation of a followup system enabled enrollee progress to be assessed. A pilot employment assistance project utilizing a wide variety of resources was implemented to locate jobs and to determine the most effective method of providing employment services. The clearinghouse also provided staff training for five probation and parole job finders. Other activities included a workshop and statewide conference on offender employment, publication of a monthly newsletter, and an interagency communication workshop. Proposals for future activities include development of training resources under the Comprehensive Employment and Training Act (CETA), a tri-state vocational effort, and a diversionary program. Appendixes contain procedure charts for MDTA and CETA referral programs and for the proposed vocational and diversionary programs; explanations of parole and work release; a copy of the newsletter, "Outside Insight;" and the clearinghouse organizational structure. (RG)

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CORRECTIONS CLEARINGHOUSE

ANNUAL DESCRIPTIVE REPORT

Washington State Commission for Vocational Education

1975

U S DEPARTMENT OF HEALTH, EDUCATION & WELFARE
NATIONAL INSTITUTE OF EDUCATION

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Washington State
Commission for Vocational Education

Daniel J. Evans
Governor

August 19, 1975

I am most pleased to share with you the Annual Descriptive Report of the Corrections Clearinghouse, summarizing program activities from November, 1973, to October 30, 1974.

This report is a reflection of a dedicated effort of persons working in the correctional field who view their job as "work" and if done effectively, efficiently, and empathetically, people working in this business of corrections will one day be "out of business.

Sincerely,

Merritt D. Long

Merritt D. Long, Director
Corrections Clearinghouse

Building 17 — Airdustrial Park Olympia, Washington 98504 (206) 753-5662

foreword

Merritt D. Long, Director
Corrections Clearinghouse
Washington State
Commission for Vocational
Education

The REFERRAL SYNDROME continues to pervade people-related service agencies -- "Fill out this form so we can refer you to another agency." As the referral shuttle between both private and public agencies grows increasingly cumbersome and complex, the need for services, such as vocational training, academic education, housing, medical/dental care, etc., also continues to grow -- and to remain unmet.

There are many agencies and organizations which have been funded and contracted to provide services for ex-offenders, offenders, parolees, probationers, recidivists, inmates, ex-inmates, correctional clients, convicts --whatever the terminology used. Requests for service which are made of these agencies are not be be viewed as optional requests which may or may not be honored, but as mandates for service. It is not a matter of social or moral conviction or of personal convenience. These agencies and their staff are obligated to provide those services for which they have been funded and contracted.

In too many cases, referrals are made for the sake of referral instead of for the sake of the individual. The buck must stop somewhere and it seems that people workers find it easier to pass the buck than to act. It is ironic that the "right" way to secure services as stated by the agency is not the same as the "real" way to acquire services. By practicing this double standard, we are teaching "Do as I say, not as I do." Is teaching system manipulation to so called criminals a prime objective of our work??

Why is it that when it snows, people-service agencies close down or poorly operate with a minimum of staff while banks continue to operate at almost 100% efficiency?

The basic operating concept of the Corrections Clearinghouse project is to do those things which we have obligated ourselves to do and in the process, influence other agencies and organizations which are offering service and needing accountability. *This final report is dedicated to our continuing commitment to provide services to correctional clients throughout the State of Washington.*

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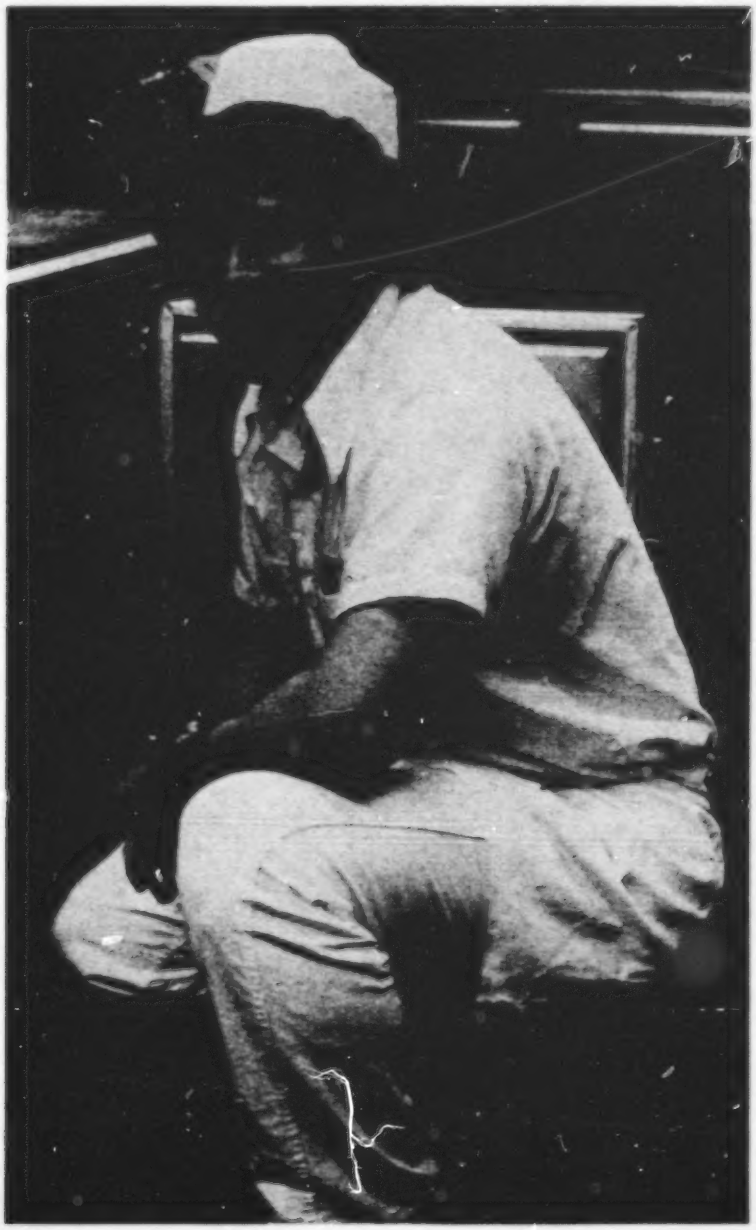
improving
educational opportunities



Research at the Center for the Study of Crime, Delinquency, and Corrections at Southern Illinois University points out an important factor to consider in the rehabilitation of offenders: the lack of employable skills and resulting lack of successful employment. Elmer H. Johnson, Professor of Sociology at the Center, notes that "A large percentage of individuals incarcerated in correctional institutions have inadequate educational backgrounds, vocational skills and work habits." * Although Johnson was speaking of the offender population on a national basis, the need for skill training is evident in Washington State's own population of over 3,000 incarcerated persons.

The Corrections Clearinghouse addressed this need in two distinct operations. One means of increasing training opportunities statewide was the identification and cataloguing of training and financial aid programs, acting as a referral agent to such resources as the Division of Vocational Rehabilitation, the Bureau of Indian Affairs, office of Veterans Affairs, and school financial aid program.

A second means, the primary focus of the Corrections Clearinghouse, was to provide funded training in the community through the administration of a Manpower Development and Training program.

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*Elmer H. Johnson, *Crime, Corrections and Society*, 3rd Ed. (Illinois: Dorsey Press, 1974), p. 607.

MDT individual referral program

On January 11, 1974, the Clearinghouse received $190,616 of federal MDT funds to develop individualized training plans for a minimum of 42 residents of adult and juvenile insitutions within the state. At a meeting of institutional superintendents, state and local Department of Employment Security staff, State MDT staff and the State Manpower Planning Council, it was determined that the priority of the MDT program would be to serve institution residents applying for work-training release. The training slots were allocated to the institutions with fourteen trainees to be selected from the Washington Corrections Center, ten from the Washington State Reformatory, six from the Washington State Penitentiary, six from the Purdy Treatment Center for Women, three from Maple Lane School, and three from Green Hill School.

The Corrections Clearinghouse worked in cooperation with the Department of Employment Security to coordinate the MDT program, but assumed the overall responsibility of identifying potential trainees, developing educational plans with appropriate community training facilities and coordinating the release of the selected trainees from the correctional institutions. The success of the formulation of the training plans depended largely upon cooperative operating procedures among the many agencies involved. The Corrections Clearinghouse developed these procedures and became directly involved in all phases of the selection and referral process.

A schematic of the process appears in Appendix A. Also given is a synopsis of work-training release and probation, two means by which residents can be released from institutions before expiration of their sentence.

summary of MDT program

Between January and September of 1974, 46 persons were identified to receive funding through the Corrections Clearinghouse MDT project, four more than the original goal of 42 training placements. In addition, the King-Snohomish Manpower Consortium agreed to fund vocational programs for three individuals released on parole status from Green Hill School and the Washington State Reformatory. The number of trainees funded from each institution were:

Institution	Number of Trainees*
Washington Corrections Center	15
Washington State Reformatory	12
Washington State Penitentiary	6
Purdy Treatment Center for Women	7
Green Hill School	5
Maple Lane School	2
Indian Ridge Treatment Center**	1
Oak Ridge Group Home	1
TOTAL	49

*These figures include the three individuals who were funded by King-Snohomish Manpower Consortium.

**Individuals were identified as training candidates at these institutions after the "quotas" for the other institutions had been achieved.

Training programs in 28 different occupational areas included radio broadcasting, credit collections, diesel mechanics, reprographics, dry cleaning, cosmetology, nursing, electronics, and welding. Estimated average program cost per individual was $4,633.

Training sites were selected in consideration of where the training could be best provided, availability of openings in the desired course, and availability of training in proximity to a work-training release facility. Accordingly, 17 individuals were placed in community colleges, 23 in vocational technical institutes, and 9 in proprietary schools.

Geographically, the majority of trainees were placed in programs in Pierce and King Counties. This could be explained by the fact that this area offers a greater number of available training programs and includes the state's two largest work-training release facilities. Also, most individuals choose to return to the geographical area they were sentenced from and the majority of trainees were from the King-Pierce County area.

To keep abreast of the progress of Clearinghouse enrollees, a follow-up system was implemented. The system also brought out potential problem areas to be corrected. Input on a trainee's progress was received on a bi-monthly basis from the trainee and school, probation and parole, and work-training release staff. All trainee follow-ups were documented.

Corrections Clearinghouse Coordinator Tom Gillam processes an application for training with secretary Jean Eickholt.

Evaluation

The identification and funding process for individual referrals went smoothly, largely because of the cooperation from the Central Office of Adult Corrections in Olympia and special programs staff at the schools involved in the referral process.

However, difficulties were encountered with course waiting lists for enrollment; waiting periods of up to one year made it difficult or impossible to arrange enrollment. Waiting lists for entrance into work-training release facilities, particularly in Seattle, also affected the start dates of training plans. Also, in working with residents incarcerated in correctional institutions, it is difficult to assess the source of an individual's motivation to determine if a training program, whatever it may be, is seen merely as a way out of the institution, or if there is a real desire to learn a vocation.

A review of the progress of the forty-six MDT funded enrollees was made on October 31, 1974. At that time, five completed their courses, with all securing training-related jobs; seven voluntarily terminated their courses, with one securing a training-related job, one securing a non-training related job, three terminating because of lack of interest in the course, and two terminating because of family-related problems; six involuntarily terminated their courses, two as escapees from work-training release and four from violation of work-training parole regulations; and twenty-eight were continuing in school.

Both escapees were apprehended and returned to a correctional institution. Of those who were terminated for violation of work-training release or parole regulations, four were re-incarcerated, one was awaiting trial and one was awaiting placement in a drug treatment program.

Assessment of the enrollees' progress during the initial nine months of the individual referral project indicates that:

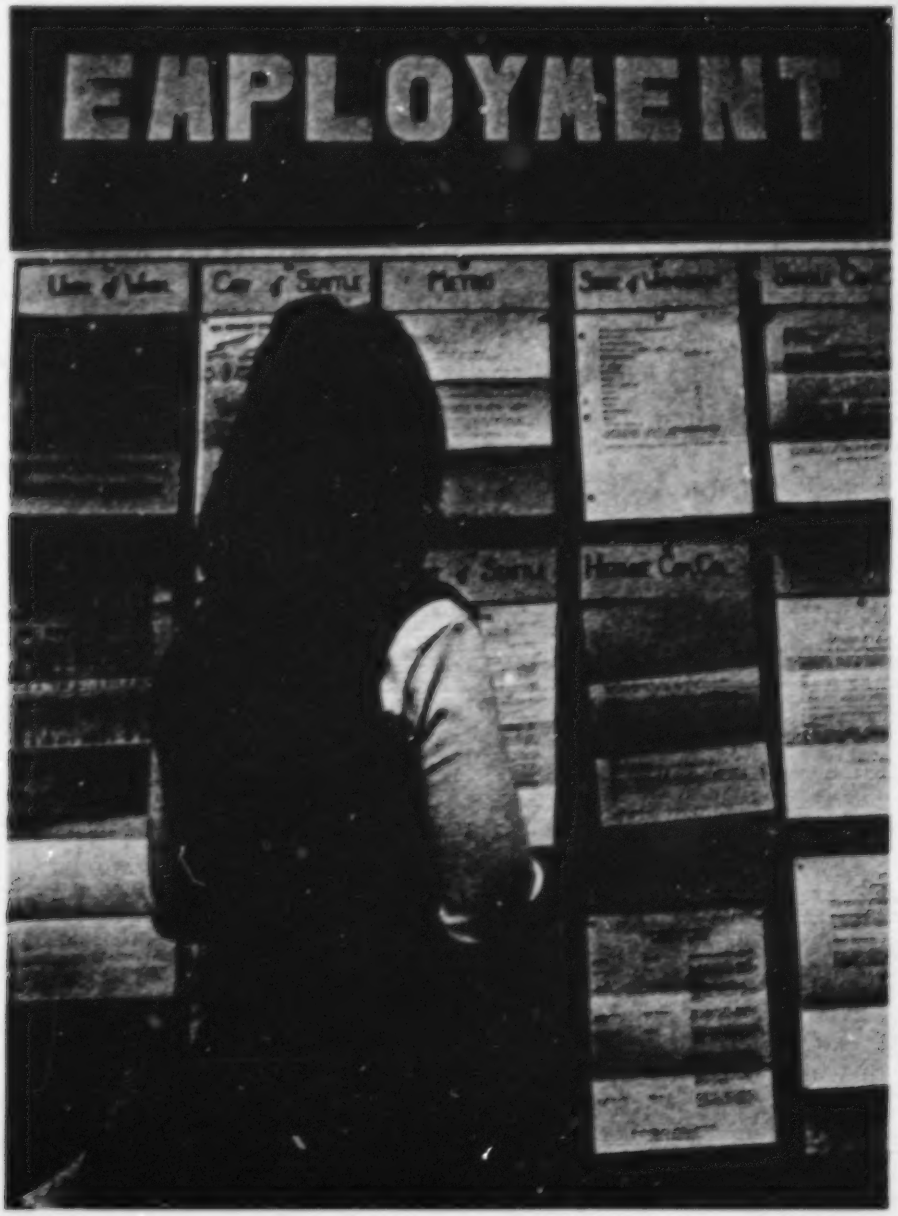
- The greatest success is demonstrated by trainees in short-term courses.
- Family-related problems can be a major cause of disruption of a training program.
- Some individuals who perform very well in a structured work-training release setting have difficulty with the relative freedom of parole.
- A long summer break period from school results in financial problems if an alternate source of income is not secured. During the break, interest in training may wane and increased spare time encourages undesirable activities.
- Most effective in working with individual trainees is a team approach, with the trainee, instructor(s), and parole officer assigned to the case working together to help the enrollee.
- Individuals who complete a manpower training program are more successful on parole than those who do not, or conversely, individuals who are successful on parole tend to follow through with original commitments to complete a training program and secure employment.

Recommendations

Based on the evaluation of this individual referral project, the following recommendations are made:

- Continue to develop the team approach to training, possibly by utilizing contractual agreements between the trainee and other team participants.
- Provide career planning opportunities early in the institutional process. Conceivably, the opportune time to start exploring career goals is during the early stages of a person's incarceration so that an individual can start working towards an identifiable goal.
- Explore and expand the utilization of financial aid resources other than federal manpower training funds for residents interested in educational programs.
- Pursue funding for expanding program availability to probationers and parolees and referrals from the superior court.

improving
employment opportunities



In an attempt to improve job opportunities, a pilot employment assistance project was developed and implemented by the Corrections Clearinghouse in June 1974.

The employment assistance project was designed to help residents of Washington correctional institutions eligible for work release or parole, to locate employment on a one-to-one basis. The project also attempted to determine the most effective method of providing employment services to the offender population.

To implement the project, the Clearinghouse developed a resource bank of employers beginning with 65 employers receptive to hiring offenders; entered a contractual agreement with the Washington State Department of Employment Security for use of its micro-fiche state-wide job bank; arranged with local Employment Security office managers to identify one placement officer within each office to work with Clearinghouse client referrals; identified resource agencies offering job development; developed a comprehensive employment assistance application incorporating needed institutional, education and employment history data and held orientation meetings for the work release coordinators and pre-release supervisors at each adult institution.

The goal was to place sixty individuals in employment between June 1, 1974, and September 30, 1974. Sixty-nine requests for employment assistance were received; twenty-six jobs were developed and sixteen individuals placed in jobs. The average hourly wage of those placed in employment was $3.06 per hour.* The table on the following page provides a breakdown of the referral and placement activities of the employment assistance project.

Employment Assistance Project
June 1, 1974 - September 30, 1974

Institution	Employment Assistance Requests	Residents Served	Employment Referrals	Jobs Developed	Placement
Washington State Penitentiary	27	19	49	8	4
Washington State Reformatory	17	16	32	6	3
Washington Corrections Center	15	11	25	7	5
Purdy Treatment Center	2	2	5	0	0
Larch Mountain Honor Camp	1	0	0	0	0
*Indian Ridge Treatment Center	1	1	0	0	0
Green Hill School	3	3	6	4	3
*Maple Lane School	2	2	4	1	1
**Other	1	1	2	0	0
TOTALS	69	56	123	26	16

*One resident from Maple Lane School and one from Indian Ridge Treatment Center were placed in training programs because of lack of employable skills.

**Resident from State Institution in Texas.

*It should be noted that as of October 31, 1974, there were eight applicants whose interviews, contingent upon release from an institution, were still pending.

Evaluation

Evaluation of the employment assistance project identified several problems:

- Failure of applicants to meet scheduled interviews: 30% did not keep appointments. This indicates a questionable motivational level on the part of those residents. As with training applicants, it is difficult to assess an individual's motivation when he is in the institution; all profess to be interested in securing employment referrals as a prerequisite to parole.

- Lack of employable skills: Many employers are unable to provide a job for an individual with little or no employable skill or with no "track record" on which to base a decision.

- Difficulty in arranging transportation and escorted trips from the Washington State Penitentiary to King, Pierce, and Snohomish Counties: Funding was necessary for plane flights; transportation from the airport and around the city presented a problem.

- Weaknesses in resources: The Employment Security micro-fiche job bank proved to be ineffectual for use with this project. Job data became outdated between the time a job was located through the bank and the time an individual could be released from an institution for an interview. Also, the Corrections Clearinghouse employer bank lacked employers who would hire on an emergency (temporary) basis, limiting employment opportunities.

- Phone contact of employers: Experience demonstrates that a personal approach to employers is more effective for one-to-one job development. However, this personal contact with employers was not feasible when dealing with a state-wide area. The approach is most appropriately carried out on the local level.

training of job finders

In July, 1974, the Corrections Clearinghouse was requested by the Department of Social and Health Services, Division of Adult Probation and Parole, to act as consultants and provide staff training to the five probation and parole job finders. The task of the job finders, as mandated by legislative appropriations, is to provide job development services to probationers and parolees state-wide in designated geographical areas.

Two workshops were held for the job finders and administrative staff of Adult Probation and Parole. The first, on August 1-2, 1974, concentrated on developing the operational tools the job finders needed to accomplish their new and very broadly defined task. This workshop produced several very tangible results including a job description for the new title of "Adult Probation and Parole Job Finder," a client intake and assessment application, documentation and referral procedures, and the identification of the job finders administrative support system.

The participants were very vocal in stressing their needs and apprehensions in taking on the tasks of job finders. In particular, in looking at the immensity of the population they were designated to service (there are roughly 10,000

individuals on active probation or parole), they stressed the need to in some way limit the client population and be accountable to those they were assisting.

Information on job development techniques and methodology on the development of coordinated delivery systems was also provided. Again, the coordination of employment services was discussed and emphasized. It was felt that the job finders were in a good position to act as the catalysts in coordinating local services and that by pooling a number of agencies' services, the greatest impact could be achieved.

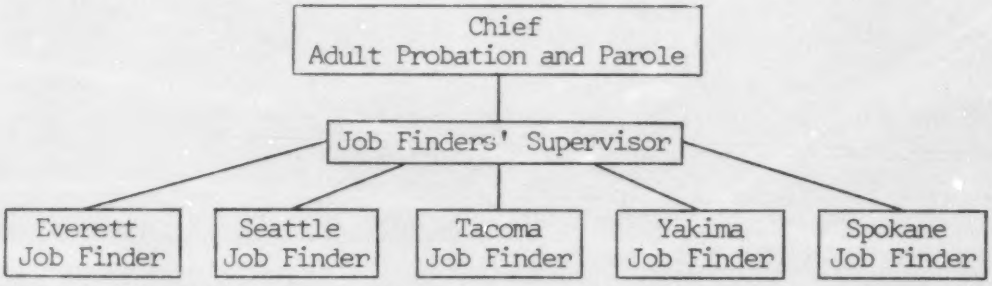
A second Adult Probation and Parole Job Development Seminar was held on October 21 and 22, 1974. This workshop further addressed the needs of the job finders with regard to client assessment, importance of involvement with community agencies and resources, techniques of soliciting jobs from employers and the development of coordinated job development systems, apprenticeship programs and CETA (Comprehensive Employment and Training Act) programs.

Tandra DeCuir of the State Department of Employment Security office in Seattle is one of five Job Finders across the State who provide employment assistance to parolees and probationers.

Particular concerns of the job finders were also discussed and as a result, the following recommendations were made:

Administrative Recommendations

A formalized structure, with a full-time administrator for the program, should be a priority consideration. Below is a suggested administrative schematic:



Regular meetings should be held with job finders and/or regional administrators and central office staff.

Operating costs for the job finders should be identified and evaluated for each job finder in his or her respective area. This should include such costs as per diem, travel, office space, supplies, automobiles, and clerical support. Sources of funding should be explored for those supportive services which are justified.

Design and implement a follow-up procedure to be used by the job finders.

Programmatic Recommendations

The job finders should have a clarification of the "confidential" information questions as they relate to the pre-employment inquiry standards set by the Human Rights Commission.

The job finders need to be completely familiar with the various types of bonding and the processes involved.

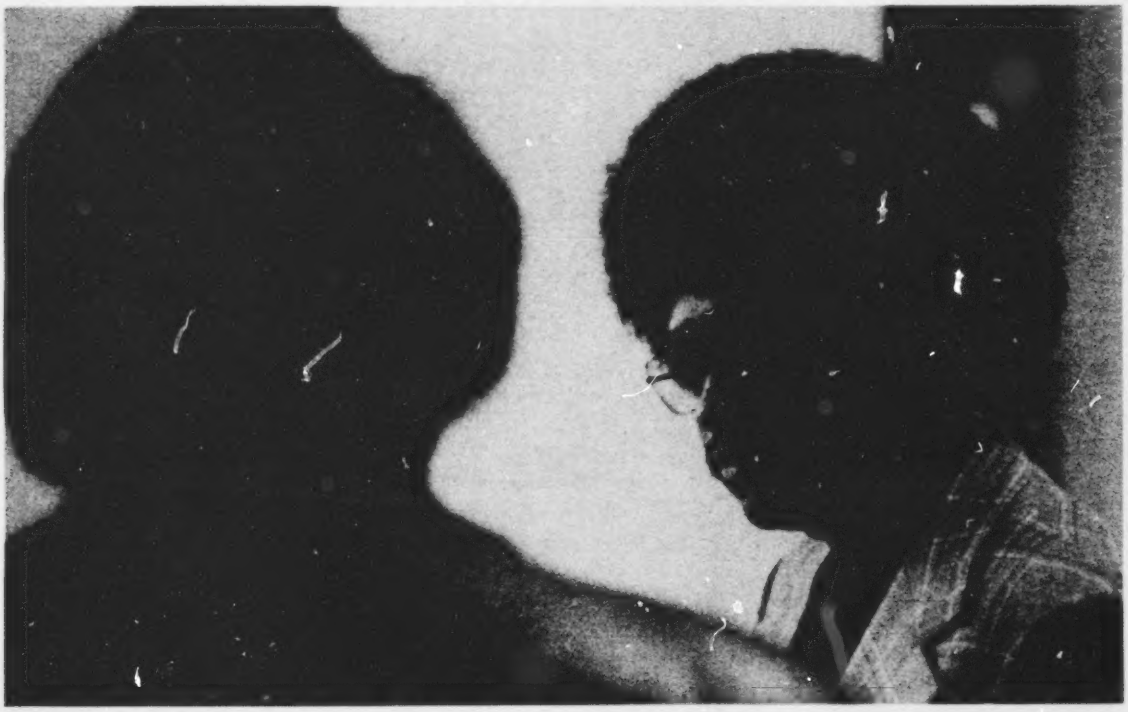
The job finders should become familiar with the various vocational programs within the institutions.

The job finders should meet with work release coordinators, pre-release supervisors, and work release supervisors to explain their functions, responsibilities, and the processes of paper flow.

The Corrections Clearinghouse plans to continue to work with the job finders on both a referral and consultive basis.

seminars: hiring the ex-offender

An Offender Employment Seminar was held at Lake Wilderness Education Center on June 11 and 12 to bring together institutional and field staff with employers and supportive service agencies dealing with job placement of offenders. Emphasis of the seminar was to improve employment opportunities for adult and juvenile offenders on a state-wide basis and to discuss the development of employment service systems for Pierce, King, Whatcom and Snohomish Counties.



Corrections Clearinghouse Director Merritt Long listens to a participant at the Offender Employment Seminar held by the Clearinghouse in June 1974.

Examined were the barriers to employment programs and employment opportunities for ex-offenders, employers' perspectives on hiring ex-offenders, and the feasibility and desirability of developing coordinated approaches to the delivery of services to ex-offenders. A review of input from the workshop participants resulted in the following recommendations being made to appropriate agencies throughout the state:

Continue to examine and move toward the development of coordinated employment service system for offenders.

Establish a centralized employer contact system to decrease duplication of job development efforts.

Establish a directory of agency services for effective referral.

Re-evaluate the work release process to determine the feasibility of instituting a more streamlined approval process.

Allow private industry to establish working relationships with adult and juvenile institutions through the development of work projects.

Maximize the availability of training for unskilled individuals through the utilization of institutional training programs as well as training programs within the communities in community colleges and vocational schools.

Increase the utilization of on-the-job training positions.

Hold agency/employer representative meetings periodically to share ideas and keep the employers' perspective in view.

As a result of this workshop, agencies in King and Pierce Counties continue to meet and plan for the development of coordinated referral and service delivery systems. The Clearinghouse is acting as a consultant to these groups.

This workshop was followed by a state-wide major conference on offender employment in March of 1975. The conference was conducted by the Corrections Clearinghouse and co-sponsored with the Office of the Governor, Office of Community Development, National Alliance of Businessmen, and the State Department of Personnel.

The one-day session brought together over 200 individuals from labor, business and civil service to learn of current and future approaches to corrections in the State of Washington and to identify and resolve problems and needs of employers in the hiring, and retaining, of ex-offenders. The conference sought to involve employers in correctional planning to expand employment opportunities for the offender population.

Recommendations

After assessing the role of the Clearinghouse in employment assistance and evaluating problem areas, it was concluded that the Clearinghouse would have a greater impact in developing employment opportunities for offenders by limiting one-to-one job development efforts to:

- Act as a referral agent and liaison between the correctional institutions and the various community programs state-wide so that an individual released from a correctional institution knows where to go for job development services.

- Work in a consultive capacity with community agencies in designated local

areas to develop coordinated approaches to the delivery of employment related services in respective communities state-wide.

- Identify and publicize new employment related resources to residents, corrections and community agencies.
- Develop new expanded public relations to educate the public to the employment needs of the offender population.
- Develop, in cooperation with the Department of Social and Health Services and the Adult Probation and Parole Job Finders, resource lists of available employment services which can be updated as required and dispensed to residents and appropriate institutional and field staff.
- Work with major businesses and industries to develop and expand employment opportunities for offenders, particularly in the area of sales. Conduct workshops addressed to offender problems and service delivery systems for community agencies, correctional staff, business and industry, and Job Finders.

improving communication

When the Corrections Clearinghouse became operational, a major problem in working with the target population was the lack of coordination and communication within the correctional system, as well as among the numerous state, federal, and private agencies that are involved with the habilitation of the "offender." Because of this, a major role of the Clearinghouse was to act as a coordinator of various agencies as well as serve as a consultant to agencies and organizations interested in improving the delivery of employment, training and supportive services for offenders.

Secondarily, it was felt that there were many existing local services available to be utilized by the correctional staff to meet their client's needs that were simply not known. The Clearinghouse enhanced inter-agency coordination and communication through publication of a monthly newsletter, "Outside Insight", development and presentation of inter-agency workshops, staff training and development, direct dissemination of resource information to line staff and residents, and provision of consultative services.

monthly newsletter

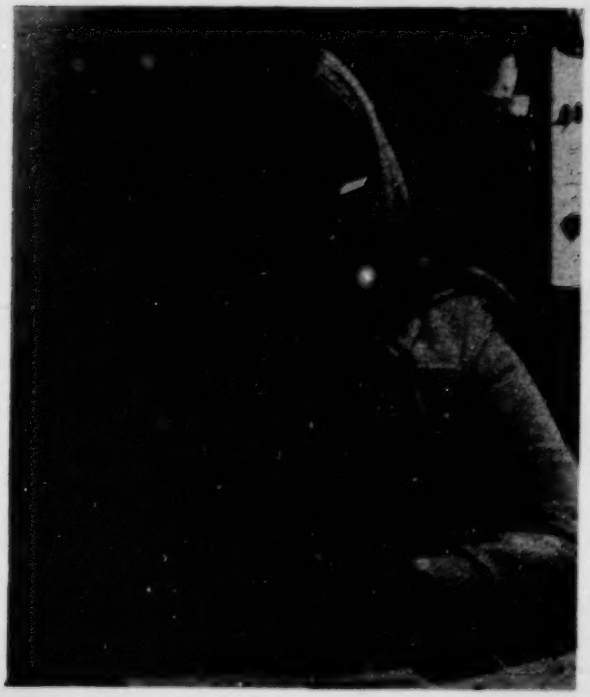
"Outside Insight" focused on new developments, programs and resources within the world of education, corrections and employment. Over one thousand copies were published monthly and circulated to institutional staff, educational institutions, business, industry, labor and community service agencies. In addition, each month approximately 400 newsletters were forwarded to the resident government councils of the four adult institutions to be circulated directly to resident populations. A sample copy of the newsletter is pictured in Appendix B.

inter-agency cooperation workshop

An inter-agency communication workshop was held on April 26 and 27 at Pacific Lutheran University. Participants included persons involved in the "individual referral" process under the Manpower Development and Training Act, Department of Employment Security and school staff, and institutional residents from Southwest Washington (Pierce County and south).

Evaluation of the participants' responses by the workshop facilitators, Northwest Area Manpower Institute for the Development of Staff (AMIDS), indicated that the session met its goals of identifying the roles and functions of agencies with respect to the educational needs of the Corrections Clearinghouse program enrollees; providing a learning experience to permit examination of inter-agency linkages for a coordinated approach to the delivery of services; increasing the understanding of resident needs in relation to their occupational goals; and examining trends in educational programs and employment opportunities for ex-offenders.

Recommendations resulting from the workshop were that schools involved in work-training release programs should be aware of which students are on work-training



Corrections Clearinghouse Coordinator Christine Gowdey is editor of the office newsletter Outside Insight.

release status; that school personnel be provided the name, address and telephone number of a student's supervising parole officer and a clear explanation of the rules and regulations that apply to enrollees in work release programs; that a prospective trainee should have the opportunity to tour the school program he wishes to attend prior to enrollment; and that staff explore with the Department of Employment Security on-the-job training opportunities available to residents.

While it was acknowledged that school personnel (manpower training specialists and instructors) should be, and in most cases are, aware of which students are on work-training release status, there is also a continuing need to provide staff training to instructors on the needs and problems of "disadvantaged students." Many individual instructors do not realize the impact they can have in helping an individual make a good adjustment to a school program and subsequently to the community as well.

For individuals who have had very negative and unsuccessful experiences with formalized educational programs, on-the-job training programs were viewed as a viable alternative to institutional training programs for individuals who were in need of obtaining employable skills.

future activities: continuation of Corrections Clearinghouse

A proposal for the continuation of the Corrections Clearinghouse as a component of the Client Services Division of the Coordinating Council for Occupational Education* was submitted to the Employment Development Services Council and approved on September 9, 1974. Funds secured from the federal manpower Comprehensive Employment and Training Act provide for the continuation of the Clearinghouse project through August 31, 1975.

Continuation of the Corrections Clearinghouse calls for development of additional training resources, expansion of Corrections Clearinghouse services to further meet the training and employment needs of the offender population, and continued development of diversionary programs.

* *The Coordinating Council for Occupational Education was replaced by the State Commission for Vocational Education on July 1, 1975.*

CETA-funded training program

In addition, the Corrections Clearinghouse, in cooperation with the Employment Security Department, will conduct an individual referral project funded with $240,924 of the CETA funding. Vocational training programs will be developed by the Clearinghouse for a minimum of 80 individuals from the various adult and juvenile institutions. This is almost double the number served last year.

The Clearinghouse will be responsible for the identification of potential trainees, development of specific training plans, inter-agency coordination and follow-up of enrollees' progress while in training. The referral procedures for enrollees has again been revised to meet the regulations of this new program. As the schematic in Appendix C illustrates, the CCOE and its Corrections Clearinghouse have taken on added responsibility as the designated "local referral agency," a previous role of the Employment Security Department.

The Corrections Clearinghouse will continue to emphasize the development of a team approach with selected enrollees, instructional staff, and probation and parole staff working together to make the program successful.

tri-state vocational effort

In addition to the CETA contract, the CCOE through its Corrections Clearinghouse has been selected to head a three-state project addressed to providing improved vocational services to residents of adult correctional institutions in Oregon, Idaho and Washington. The tri-state project, begun April 1, 1975, is financed by $200,000 from the Pacific Northwest Regional Commission. The Commission is composed of the Governors from the states of Oregon, Idaho and Washington and a federal co-chairman appointed by the President of the United States. The CCOE received $83,500 of the funding for coordination, administration, and monitoring of the one-year project between

the three states. The Corrections Clearinghouse directs Washington State's participation.

The project, entitled "Vocational Education in Corrections: An Emerging Partnership," addresses the following areas:

- Development of new career guidance and counseling methods and materials for use in the correctional institutions.
- Revision of curriculum to provide credit transferability between institutional and community vocational education programs.
- Development of vocational education resources within the community.
- Development of institutional skill training programs.

The differing priorities and needs of the correctional systems within Washington, Oregon and Idaho necessitated that two distinct but complementary models be developed for this project. The program emphasis in the states of Oregon and Idaho is on institutional services (Model A - Appendix D); Washington's emphasis is on community-based and parole services across the state (Model B - Appendix E) Four coordinators will be assigned by the Corrections Clearinghouse to the northwest, southwest, eastern and King County regions of Washington to work with institutions and work release facilities in those areas. The coordinators will be located in Tacoma, Everett, Pasco and Seattle.

The three states will report regularly to share progress made within each state; results of the project will be made available to other states.

By incorporating the objectives of both the CETA and tri-state projects, the Clearinghouse will be able to expand its staff and provide more comprehensive services at the local levels. One additional Corrections Clearinghouse coordinator position will be added through the CETA project and four Corrections Clearinghouse coordinator positions will be filled for different regional areas state-wide. These new staff persons will be housed in Olympia, Seattle, Tacoma, Everett or vicinity, and Pasco. With the addition of these new staff positions, the organizational structure of the Corrections Clearinghouse will be as indicated on the chart in Appendix F.

"Alternatives to Incarceration"

The Corrections Clearinghouse has also submitted a proposal to the Department of Labor to provide alternatives to incarceration for young first offenders between 18 and 25 years of age through the provision of training and employment opportunities with supportive services. The proposal, to be funded under Title III of the Comprehensive Employment and Training Act, is awaiting approval.

The need to provide educational and employment services as well as viable sentencing alternatives to the courts is manifested both by the large number of young adult first offenders lacking employable skills and the low budgetary priority traditionally given to court diversionary and probationary programs. Young first

offenders' work careers are characteristically sporadic at unskilled labor levels. In addition, none of the traditional ways of dealing with the first offender within the criminal justice system sufficiently meet the needs of the offender or the courts.

The "Alternatives to Incarceration" proposal provides pretrial intervention and diversionary program models for three demographically different areas in Washington: the King, Spokane and Yakima Counties. The program model for the King County area is illustrated in Appendix G. The program was developed in cooperation with the Seattle, Yakima and Spokane Opportunities Industrialization Centers.

summary

The overall program, therefore, calls for the continued development and coordination of training services for individuals being released from the institutions through the CETA project but with the complementary services of Corrections Clearinghouse coordinators at the local levels to more effectively follow up on training enrollees' progress and work more closely with educational institutions, financial aid offices, and prime sponsors on a regional basis. The Clearinghouse will be able to expand training resources, provide career counseling opportunities to a greater number of work-training releasees and parolees, and act as a catalyst in the development of local coordinated service delivery systems. The Corrections Clearinghouse will also have the opportunity to examine and evaluate new career development methods and vocational training programs in Oregon and Idaho for possible implementation in the State of Washington.

Corrections Clearinghouse Director Merritt D. Long and secretary Jeanne L. Waterhouse get things moving.

Clearinghouse Coordinators working together: Christine E. Gowdey orients newcomer Edward (Chet) Atkins.

Clifford W. Thurman (left) and John R. House sort through paperwork of the tri-state project in corrections administered by the Corrections Clearinghouse. Both are community-based coordinators of the project.

Jean Pettit, Operations Assistant, also works on the tri-state project, processing paperwork to document activities of the project's community-based staff.

Clearinghouse staff depend upon Tami Gillespie for clerical assistance.

APPENDICES

Appendix A - PROCEDURES FOR MDTA INDIVIDUAL REFERRAL PROGRAM
FOR ADULT AND JUVENILE CORRECTIONS

Appendix B - "OUTSIDE INSIGHT," July, 1974

Appendix C - PROCEDURES FOR CETA INDIVIDUAL REFERRAL PROGRAM
FOR ADULT AND JUVENILE CORRECTIONS

Appendix D - TRI-STATE PROPOSAL
PROGRAM EMPHASIS - OREGON AND IDAHO (Model A)

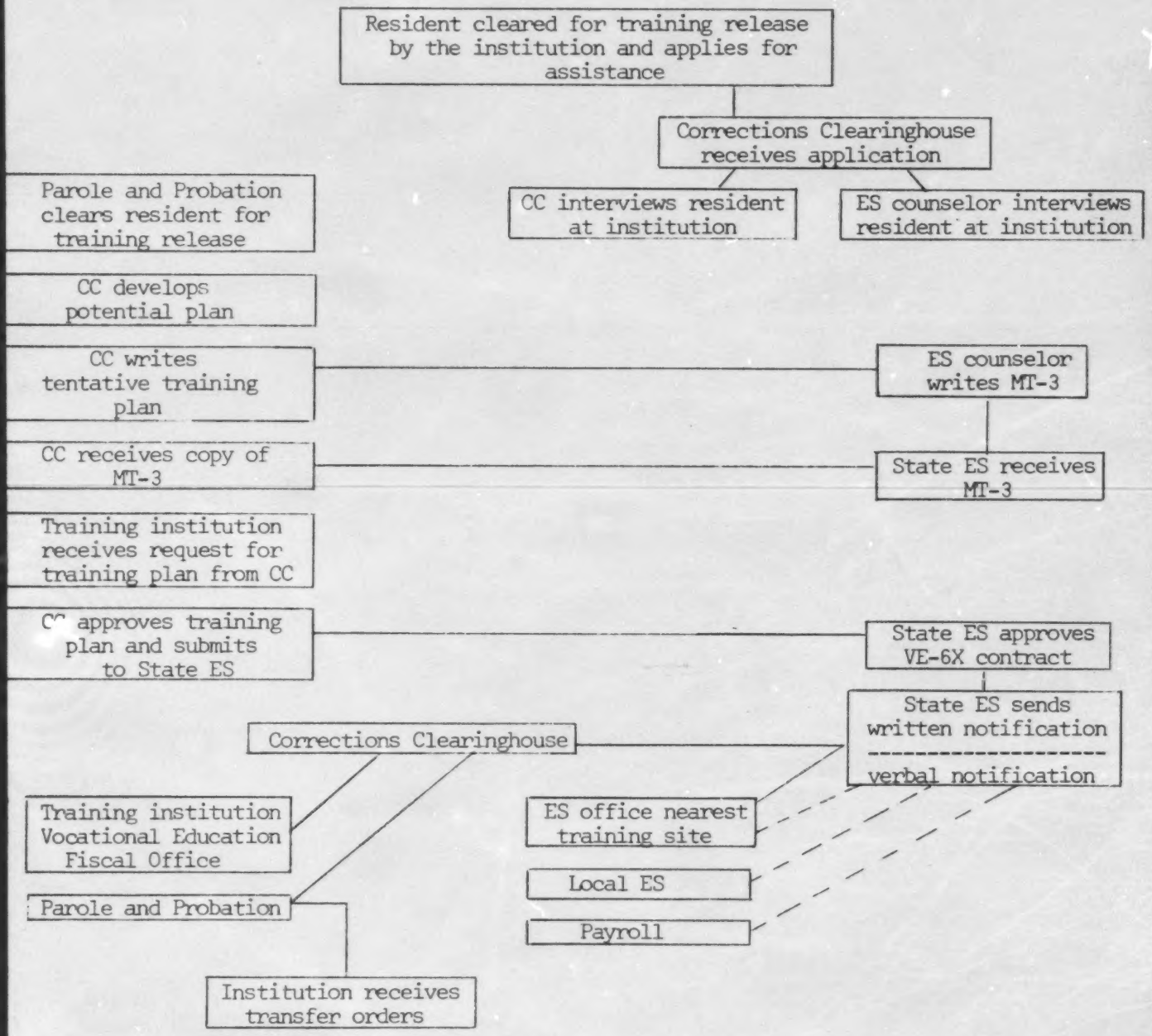
Appendix E - TRI-STATE PROPOSAL
PROGRAM EMPHASIS - WASHINGTON (Model B)

Appendix F - ORGANIZATIONAL STRUCTURE OF CORRECTIONS CLEARINGHOUSE

Appendix G - ALTERNATIVES TO INCARCERATION PROPOSAL
PROGRAM MODEL FOR KING COUNTY AREA

APPENDIX A

PROCEDURES FOR MDTA INDIVIDUAL REFERRAL PROGRAM FOR ADULT AND JUVENILE CORRECTIONS


Resident cleared for training release by the institution and applies for assistance
Corrections Clearinghouse receives application
CC interviews resident at institution
ES counselor interviews resident at institution
Parole and Probation clears resident for training release
CC develops potential plan
CC writes tentative training plan
ES counselor writes MT-3
CC receives copy of MT-3
State ES receives MT-3
Training institution receives request for training plan from CC
CC approves training plan and submits to State ES
State ES approves VE-6X contract
State ES sends written notification
verbal notification
Corrections Clearinghouse
Training institution Vocational Education Fiscal Office
ES office nearest training site
Local ES
Payroll
Parole and Probation
Institution receives transfer orders

Abbreviations: CC is the Corrections Clearinghouse
ES is the Department of Employment Security

MOST CORRECTIONAL RESIDENTS RETURN TO SOCIETY

Over ninety-eight percent of the individuals in adult correctional institutions are paroled prior to the expiration of their maximum sentence. Fifty percent are paroled directly from institutions with the remainder paroled after participation in a work release training program.

Parole: Direct Release to the Community

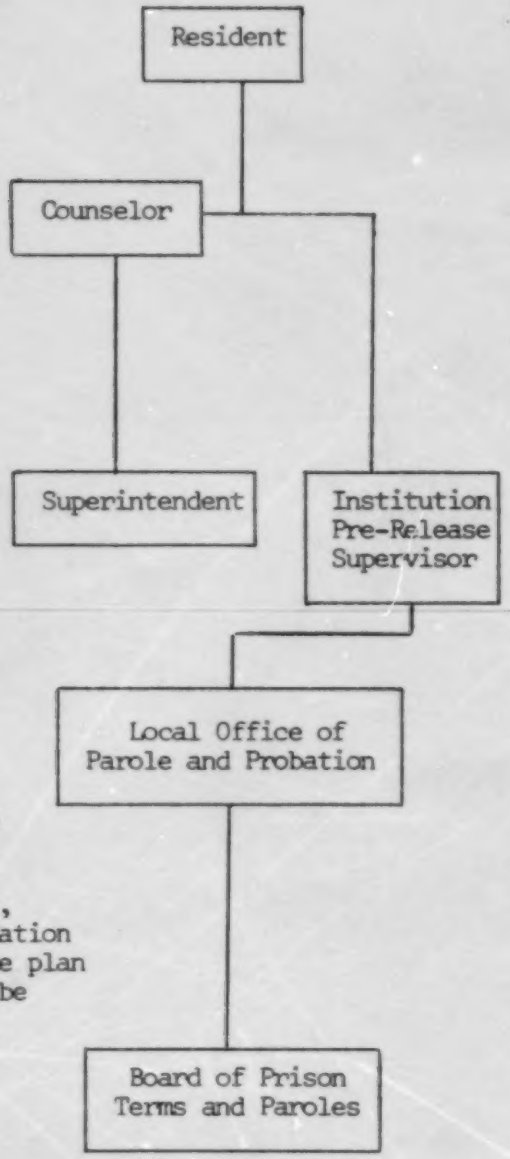
Parole is a conditional release prior to the expiration of a maximum sentence based upon the individual's demonstration of rehabilitation.

An individual is paroled by the Board of Prison Terms and Parole which serves all institutions. By law, the Parole Board considers many factors to determine if rehabilitation has been completed including an analysis of the convicted person's prospects of adjustment prepared by institution staff; recommendation of the institutions superintendent; information on personality, physical, and psychiatric characteristics; circumstances of the crime and factors relating to incarceration; and the degree of threat to the public. The chart on the following page outlines the four main steps to grant parole.

Although preferable, an individual is not required to have employment arranged prior to parole. In 1971, the State Legislature authorized a maximum payment of $55 per week which can be received for up to twenty-five weeks to a parolee actively seeking employment and who has no other monetary resources.

An individual is required to report as directed to his assigned parole officer, obey all laws and abide by any special conditions imposed by the Board of Prison Terms and Paroles or by a parole officer. Individuals are subject to being returned to an institution if they violate the conditions of parole.

PAROLE PROCESS



The counselor writes a progress report prior to a scheduled Parole Board Hearing reviewing the resident's status and recommending appropriate Board action.

The Superintendent certifies resident's good-time credits and makes recommendation to the Parole Board.

The Pre-Release Supervisor begins to initiate the necessary paper work prior to a scheduled Parole Hearing or, in some cases, after a release date has been determined by the Parole Board.

Each resident is assigned a parole officer in the geographical area in which he is paroled. The parole officer does a pre-parole investigation looking into the proposed plan, place of residence, family support, employment, etc. and makes a recommendation as to the acceptance of the plan and special conditions to be imposed upon the parolee.

The Parole Board reviews the whole case including institutional reports and the pre-release investigation and sets a release date for the resident when deemed appropriate.

What Is This Thing Called Work Release?

In 1967, the Washington State Department of Institutions was authorized by the State Legislature to develop and implement a work release program for individuals incarcerated in adult correctional institutions. The stated purpose of the program is to "assure the public safety through the effective rehabilitation of offenders". The program provides a transition period from institution to parole. It is operated on the concept that providing a semi-structured living environment as well as training and employment opportunities will assist incarcerated individuals to make a positive adjustment in the community.

The State Prisoners Work Release Program is under the jurisdiction of the Division of Adult Corrections, Department of Social and Health Services. Individuals are carefully screened for participation. The ensuing flow chart outlines the basic procedures; methods are varied slightly at individual institutions and work release faciilties.

An individual remains on work release status until paroled by the Board of Prison Terms and Paroles or is returned to an institution. Average length of time on work release status is three months.

Releasees enter employment, vocational training programs and/or an accredited college. They are closely supervised, residing at a state contracted work release facility which is staffed on a twenty-four hour basis. Individuals are required to be at the facility during all non-working hours or when not in school except when otherwise authorized by a parole and probation officer.

Individual pay their own room and board at the release facility which ranges from $5.50 to $6.00 per day. (An exception is at the Tacoma Work Release Facility, where releasees work nine hours a week for Western State Hospital in lieu of room and board payments.) Failure to meet this financial responsibility can be grounds for return to an instittuion.

Support of dependents is arranged whenever possible for releasees with families. Individuals visit families and friends in their non-working or school hours by receiving furloughs and "sponsored" outings. A "sponsor" is a citizen who is screened and approved by a parole and probation officer at the work release facility and given the responsibility to work as an "agent" of the department in monitoring the releasee's behavior and assisting with the habilitation process.

Releasees are subject to the same hiring and firing procedures, union membership, and fringe benefits as any other employee. The employer is not liable for his or her custody.

Those who do not follow the regulations of the program are subject to disciplinary hearings and ultimate revocation of work release status and return to an institution.

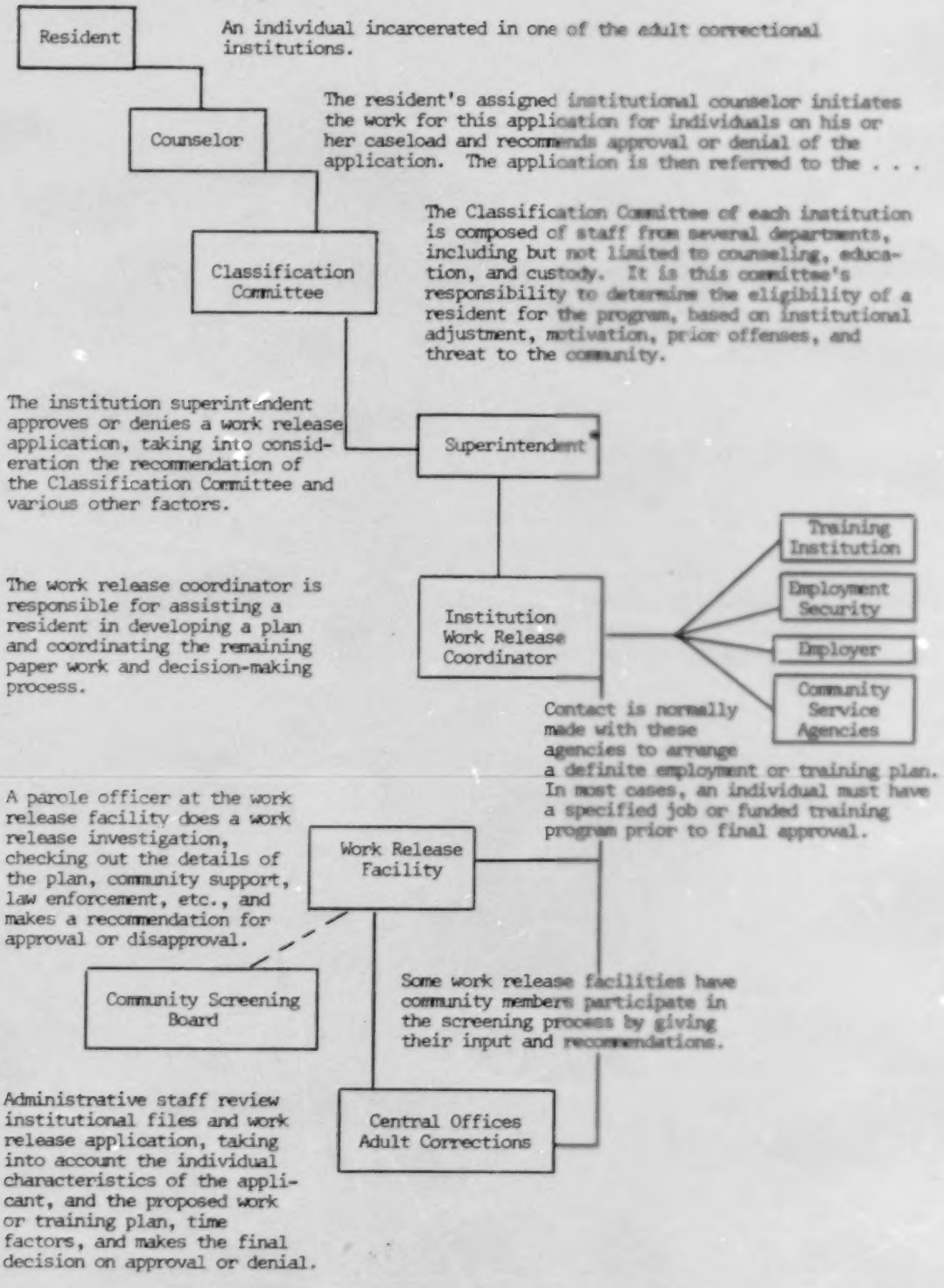
To facilitate the development of an employment or training plan, residents attend interviews at schools and businesses through the use of furloughs, escorted trips with institution staff and temporary work release. Temporary work release involves a person who is approved for release and transferred to a release facility, but who does not have a specified plan for training or employment. The individual has approximately ten days to develop a plan or be returned to an institution.

The majority of the individuals housed in State contracted work release facilities are residents released from State institutions. In addition, several facilities house probationers, individuals sentenced by the courts to a specified program in the community in lieu of incarceration, and a small percentage of residents go on work release, but continue to reside on institution grounds. Throughout the State, work-training release programs for probationers are operated independently by respective counties as authorized by legislation enacted in 1961.

Work-Training Release financial totals for all State contracted work-training release facilities for 1974 are documented on the following page.

WORK RELEASE PROCESS

Appendix A (cont.)


Resident
An individual incarcerated in one of the adult correctional institutions.
Counselor
The resident's assigned institutional counselor initiates the work for this application for individuals on his or her caseload and recommends approval or denial of the application. The application is then referred to the . . .
Classification Committee
The Classification Committee of each institution is composed of staff from several departments, including but not limited to counseling, education, and custody. It is this committee's responsibility to determine the eligibility of a resident for the program, based on institutional adjustment, motivation, prior offenses, and threat to the community.
The institution superintendent approves or denies a work release application, taking into consideration the recommendation of the Classification Committee and various other factors.
Superintendent
The work release coordinator is responsible for assisting a resident in developing a plan and coordinating the remaining paper work and decision-making process.
Institution Work Release Coordinator
Training Institution
Employment Security
Employer
Community Service Agencies
Contact is normally made with these agencies to arrange a definite employment or training plan. In most cases, an individual must have a specified job or funded training program prior to final approval.
A parole officer at the work release facility does a work release investigation, checking out the details of the plan, community support, law enforcement, etc., and makes a recommendation for approval or disapproval.
Work Release Facility
Community Screening Board
Some work release facilities have community members participate in the screening process by giving their input and recommendations.
Administrative staff review institutional files and work release application, taking into account the individual characteristics of the applicant, and the proposed work or training plan, time factors, and makes the final decision on approval or denial.
Central Offices Adult Corrections

* The superintendent has the final approval for those individuals who are on work-training release status, but continue to reside on institutional grounds. Purdy Treatment Center for Women and Indian Ridge Treatment Center are two institutions that utilize this procedure.

APPENDIX B

"OUTSIDE INSIGHT"

July, 1974

OUTSIDE INSIGHT

A MONTHLY NEWSLETTER PUBLISHED BY CORRECTIONS CLEARINGHOUSE

AIRDUSTRIAL PARK—BLDG. 17, OLYMPIA, WA 98504 Merritt Long, Director; Thomas Gilliam; Christine Gowdey

A COMPONENT OF THE WASHINGTON STATE COORDINATING COUNCIL FOR OCCUPATIONAL EDUCATION

JULY 1974

WORK RELEASE EXPANDS

The Department of Social and Health Services has contracted with two new work release facilities to house individuals from the state adult correctional institutions, who are eligible for work-training release. Effective July 1, 1974, room will be available for up to four individuals on the state work release program at the Offender Services Program in Port Angeles. Starting in September, 1974, a unit capable of housing 40 individuals will be opened at Campion Towers at Seattle University.

CAMPION TOWERS

The Seattle Work Release Program will be expanding in September to a total capacity of 136 beds with the addition of a 40-bed unit at Campion Towers. The two existing work-training release units in Seattle, McMahon Hall at the University of Washington and Pioneer House, will have a capacity of 30 and 33, respectively.

DSHS contracted with Pacific Institute, Inc., to provide the housing and motivational counseling for work releasees at Campion Towers. Pacific Institute, Inc., is a private educational institute which deals with psychological education and specializes in teaching techniques for increasing personal effectiveness. Pacific Institute's teaching is based upon what is right with people rather than what is wrong with them. The premise is that once a person understands the learning process, how attitudes are formed, and how his or her self-image is structured, and how that image affects his or her performance, he can begin to change that performance if he chooses.

Persons being housed at Campion Towers will be screened through the established work release procedures: applications from the institution work release coordinators will continue to be forwarded to Ralph Ensign, Work Release Supervisor in Seattle.

The daily room and board cost will be $5.50. Meals will be provided through SAGA Food Service at the school. (Individuals residing at this facility can either be on work release and/or training release).

PORT ANGELES WORK RELEASE

The Offenders Services Program in Port Angeles developed a work-training release facility in April of this year for county probationers. Services are being extended to accommodate state prisoners in July. The facility is located in the remodeled county jail and has a total capacity of 16 individuals.

Steve Saunders, Coordinator of the Offender Services Program, is looking for individuals within the institutions who are interested in living in the Port Angeles area and who meet the following guidelines:

1. Have sufficient self-control to abide by the standard conditions of work release.

2. Have and/or can obtain employment with a reasonable commuting distance of the facility.

3. Have own transportation or can arrange for transportation to and from work.

4. Do not have felony convictions for assaultive sexual offenses, arson, and/or escape.

The cost for room and board for work release participants is $5.50 per day. Applicants will be screened on an individual basis. Applications to the program should follow the established work release application procedures. Due to the structure of the facility, women will not be accepted into the program at this time.

As components of the work-training release program, Mr. Saunders has indicated that sponsored community outings and community participation will be encouraged. In addition, the Offender Services Program is starting to compile a listing of employers in the community, who are receptive to hiring work releasees.

The supervising parole officer of the work release program is Mr. John Rarity in the Port Angeles office. Correspondence, with regards to further information about the program, should be directed to STEVE SAUNDERS, OFFENDER SERVICES PROGRAM, COUNTY COURTHOUSE, PORT ANGELES, WASHINGTON, 98362; TELEPHONE 457-3937.

WASHINGTON VOCATIONAL ASSOCIATION – SUMMER CONFERENCE

The Washington Vocational Association will hold its summer conference, "Spectrum '74," at Western Washington State College on August 18 - 21. Many topics relating to vocational education will be discussed. These include:

1. New techniques in motivation.

2. Love in the classroom.

3. Working with the disadvantaged/handicapped.

4. Vocational education in community based correctional institutions.

5. The job market of the future. (Why do we work? What at?).

Persons interested in attending the conference should contact MR. WALLACE THOEMKE, MANPOWER DEVELOPMENT AND TRAINING, 216 OLD CAPITOL BUILDING, OLYMPIA, WASHINGTON, 98504; TELEPHONE 753-5653, by July 15 for registration forms and information.

HOW ABOUT SOME ALPHABET SOUP . . . W.S.P. HAS S.A.M.!

The Washington State Penitentiary has implemented the Social Adjustment for Minorities Project. The project, approved by the Division of Adult Corrections, is a special rehabilitation program focusing on the social adjustment problems of minority prisoners. The project goals include the following:

1. To provide a controlled environment, positive in nature and semi-isolated from the main Penitentiary population.

2. Encouragement of self-improvement, positive self-image, and positive goal setting; daily practice of positive affirmation, practice in setting achievable short-term goals with social rewards for accomplishing them.

3. Increased participation in educational activities.

   a. Encouragement to participate in the regular school program.

   b. Individual tutoring, when needed and available.

   c. G.E.D. preparation and testing.

4. Increased positive contact with persons outside the prison environment through the use of volunteers, interaction with community groups and participation in community projects.

5. Provision of an industry operated by project participants to provide meaningful work experiences. Preliminary plans include the establishment of a laundry and dry cleaners enterprise. The goal is to provide work experiences as similar as possible to those available on the "outside".

All residents of the Penitentiary are eligible to apply for the program, program participants will be selected through a thorough screening process. Anyone desiring additional information about the project should contact MR. CHESTER R. WOODS, DIRECTOR OF S.A.M., WASHINGTON STATE PENITENTIARY, POST OFFICE BOX 520, WALLA WALLA, WASHINGTON, 98362.

CLEARINGHOUSE ENROLLEES LEARNING NEW SKILLS:

AT CLOVER PARK EDUCATION CENTER

Frank Gerdes
Automotive Body
Repairman

Sondra Bonneau
Credit Collections
Specialist

Bobby Hill
Dry Cleaning

AT L. H. BATES VOCATIONAL-TECHNICAL INSTITUTE

Darrell Gruggett
Welding

Terry Bork
Welding

Sam Ocampaugh
Machinist

Steve Heubner
Commercial Cooking

JOB DEVELOPERS FOR ADULT PROBATION AND PAROLE

Five field probation and parole officers have been recently designated job development responsibilities for probation and parole clients in five regions around the state. Those named to these positions are as follows:

Region I

Greg Hare
% Adult Probation and Parole
West 1707 Broadway Avenue
Spokane, Washington 99201

Region II

Ronald Bravo
Adult Probation and Parole
Post Office Box 1809
Yakima, Washington 98907

Region III

Judy Holmstrom
Adult Probation and Parole
212 Commerce Building
Everett, Washington 98201

Region IV

Molly Neary
Adult Probation and Parole
900 United Pacific Building
1000 Second Avenue
Seattle, Washington 98104

Region V

Warren Snipes
% Lakewood Employment Security
6010 Mount Tahoma Drive SW
Lakewood Center, Washington 98584

These job development positions were secured through the continued efforts of Ms. Peggy Maxie, Washington State Representative of the 37th District in Seattle. Although specific job descriptions and priorities have, in most cases, not as yet been established, the overall objective in establishing these positions is to enhance the delivery of job development services to ex-offenders. It is expected that the job developers will work closely with the Employment Security Department in meeting this objective.

A GREENHOUSE FOR PEOPLE

Seattle Goodwill Industries has two work-related programs designed to assist the "socially handicapped" individual reenter the community:

T-MAC (Teens-Making a Change)

The T-MAC program is designed to meet the needs of the juvenile who has had some difficulties with the law. The basic premise of the program is to allow an individual the opportunity to develop a positive work personality. This is done by placing the individual into a work situation under adult supervision, where he or she will begin to take the responsibilities required of him or her at some later time in regular industry. The individual would start working at $2 per hour, unless under a specific fee program, and would

begin developing positive work habits such as good attendance, punctuality, the ability to work with other individuals, etc.

The 16 to 18 year old is at somewhat of a disadvantage in that many employers in regular industry are unwilling to take an inexperienced youth into their program, when there are large numbers of semi-trained or trained adults waiting to work. Therefore, Goodwill feels that providing a young person with this work adjustment program will enable him or her to develop a good positive work record, and will allow him or her to be able to "sell his or her resources" at some later time.

Seattle Goodwill has 325 training-work stations ranging from janitorial training to data recording, from kitchen work to sales cashiering. Each stations is designed to develop some particular ability related to sound work adjustment.

Application to this program would require the probation, parole, or institution counselor to apply in writing or by telephone, requesting an appointment and and giving some input with regards to the individual that the counselor wants to place in the program.

An entrance medical examination will be required at Goodwill, and this will be provided by the Goodwill medical staff. Any other input such as medical or social histories that the counselor feels would be appropriate and helpful to the Goodwill staff would be appreciated at the time of entrance into the T-MAC program.

EXIT (Ex-Offender in Training)

The EXIT program is designed to facilitate the entry of the adult offender into the working community. The program was developed to help incarcerated individuals "ease back into the main stream of life" during the initial readjustment period to community living. The EXIT program is a means of allowing the parolee or work releasee to begin to adjust to a work environment at a more relaxed pace and to develop some personal strengths, as well as a positive work record that he or she would be able to present to an employer as he or she would apply for a job suited to his or her background. The individual enters the program at $2 per hour and in eight weeks advances to $2.20 per hour. At the end of another eight weeks, the individual is expected to be ready to reenter regular industry. Individuals participating in this program are under no obligation to stay for the total four-month period, although this is considered the optimum length.

To apply for this program, the parole officer or institution counselor should telephone or write the Rehabilitation Office of Goodwill Industries and indicate who the individual is they are referring and the reason for the referral. As with the T-MAC program, an intake medical is required and any input by the referring person would be appreciated and encouraged.

For more information and/or application for either of these two programs, contact MS. LAVAR KILPATRICK, REHABILITATION DEPARTMENT, SEATTLE GOODWILL INDUSTRIES, 1400 SOUTH LANE STREET, SEATTLE, WASHINGTON, 98144.

EMPLOYMENT SERVICES CONTRACTED FOR EX-OFFENDERS

Norwood J. Brooks, Commissioner of the Employment Security Department, has announced that the following organizations have been selected to receive portions of the $250,000 legislated to Employment Security for job development and related services to ex-offenders:

Organization	Amount	Population to be Served
Job Therapy	$ 41,800	King County Probationers King County Released Ex-Felons
Seattle Opportunities Industrialization Center	22,000	King County Probationers
Interaction, Incorporated	58,630	Residents of Walla Walla and Shelton Released to King, Pierce, Spokane, Snohomish, and Yakima Counties.
Educational Consultants, Incorporated	61,930	Residents of Purdy and Monroe Released to King, Pierce, Spokane, Snohomish, and Yakima Counties. Released Ex-Felons in Pierce, Spokane, and Snohomish Counties.
Prevention-Habilitation Council of Clark County	3,960	Clark County Released Ex-Felons.
Trend Systems, Incorporated	17,160	Residents of four Institutions Released to Clark, Benton, and Franklin Counties. Benton and Franklin Counties Released Ex-Felons.
Futures Clear	10,560	Residents of four Institutions Released to Kitsap County. Kitsap County Released Ex-Felons.
Yakima Valley Opportunities Industrialization Center	3,960	Yakima County Released Ex-Felons
TOTAL	$220,000	

During the first week of July, Employment Security will negotiate the final agreements with the various organizations. Implementation of the projects is slated for the end of July. If, for any reason, finalized agreements cannot be reached, alternative proposers will be utilized. Any questions related to this matter, should be addressed to ERNEST F. LA PALM, ASSISTANT COMMISSIONER EMPLOYMENT SECURITY DEPARTMENT, POST OFFICE BOX 367, OLYMPIA, WASHINGTON, 98504.

In order to meet the goal of enhancing communication, we need YOUR input, comments, and suggestions. Do not hesitate to write or call us. The address is the Corrections Clearinghouse, 120 East Union, Room 102, Olympia, Washington, 98504; Telephone: 753-1362, or SCAN 234-1362.

CLEARINGHOUSE ON THE MOVE . . .

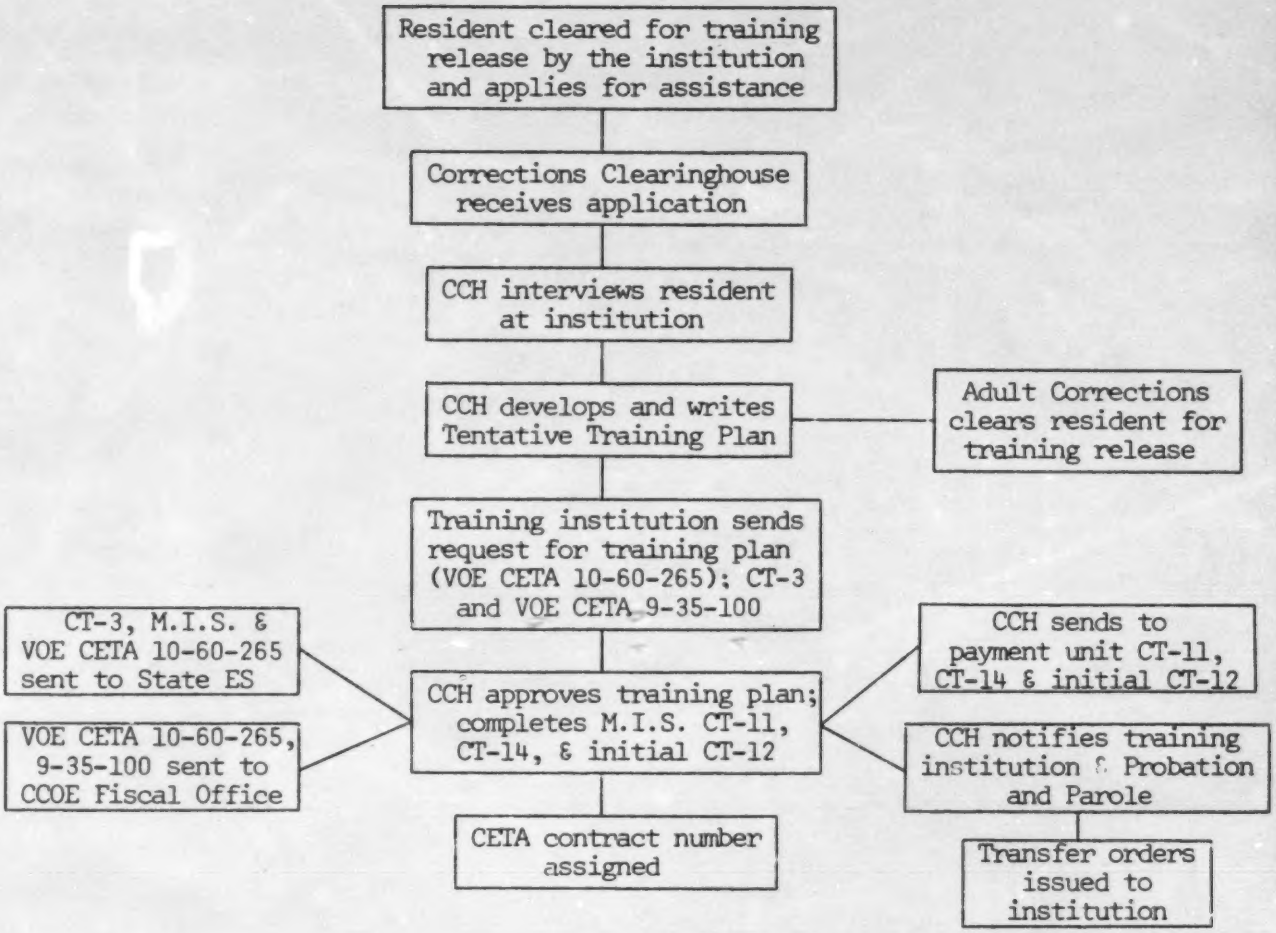
The Corrections Clearinghouse will be moving July 26 to new offices at the Airdustrial Park in Olympia. The new address will be:

CORRECTIONS CLEARINGHOUSE
COORDINATING COUNCIL FOR OCCUPATIONAL EDUCATION
222 Airdustrial Way
Thurston Airdustrial Park
Olympia, Washington 98504

OCATIONAL EDUCATION
WASHINGTON STATE
COORDINATING COUNCIL FOR OCCUPATIONAL EDUCATION
216 OLD CAPITOL BUILDING • OLYMPIA, WASHINGTON 98504
3

BULK RATE
U. S. POSTAGE PAID
Olympia, Washington
Permit 24

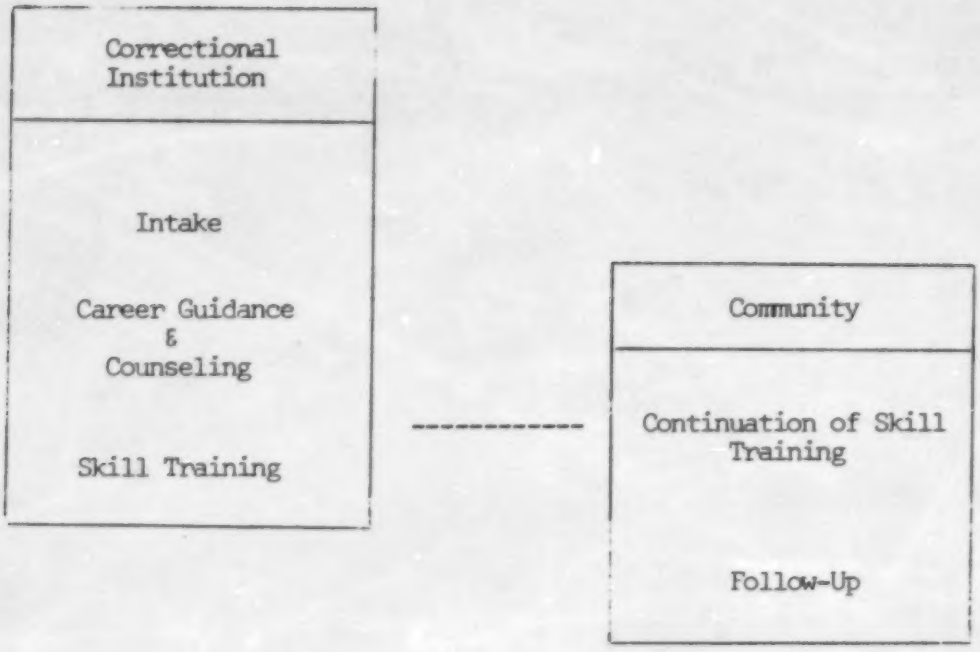
PROCEDURES FOR CETA INDIVIDUAL REFERRAL PROGRAM
FOR ADULT AND JUVENILE CORRECTIONS


Resident cleared for training release by the institution and applies for assistance
Corrections Clearinghouse receives application
CCH interviews resident at institution
CCH develops and writes Tentative Training Plan
Adult Corrections clears resident for training release
Training institution sends request for training plan (VOE CETA 10-60-265); CT-3 and VOE CETA 9-35-100
CT-3, M.I.S. & VOE CETA 10-60-265 sent to State ES
VOE CETA 10-60-265, 9-35-100 sent to CCOE Fiscal Office
CCH approves training plan; completes M.I.S. CT-11, CT-14, & initial CT-12
CCH sends to payment unit CT-11, CT-14 & initial CT-12
CCH notifies training institution & Probation and Parole
CETA contract number assigned
Transfer orders issued to institution

CCH is Corrections Clearinghouse
ES is Employment Security Department

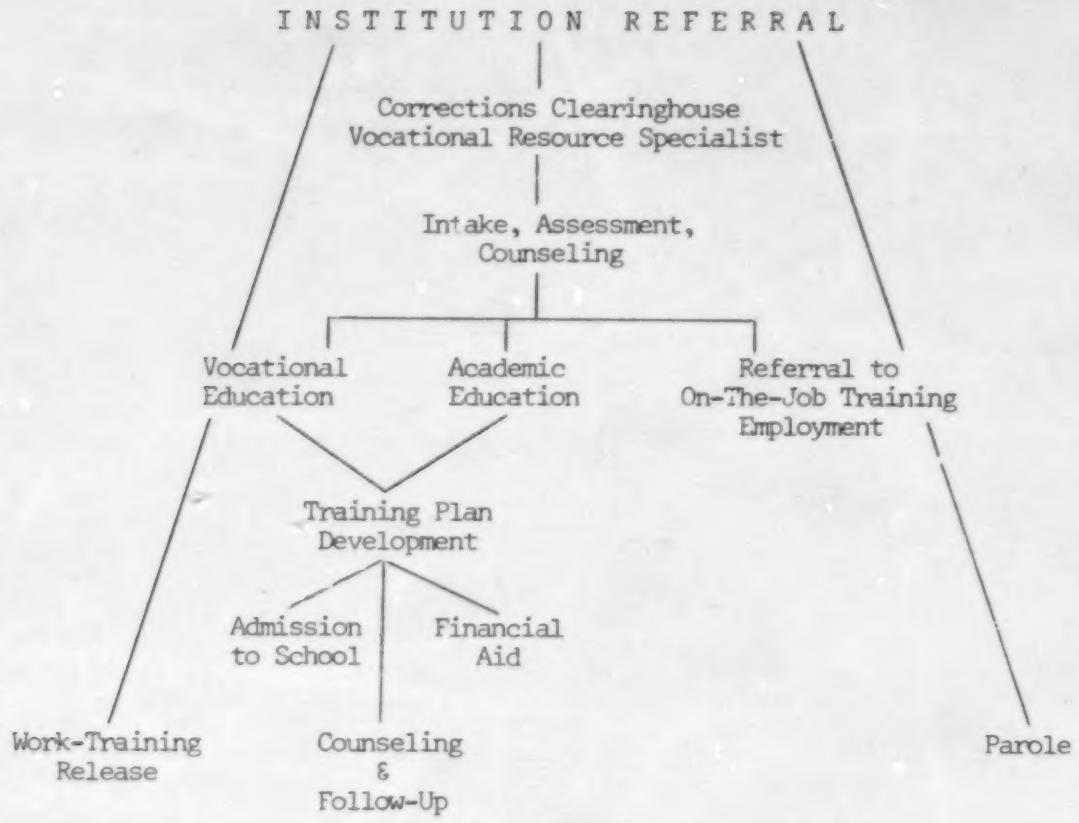
M O D E L A

OREGON and IDAHO



MODEL B

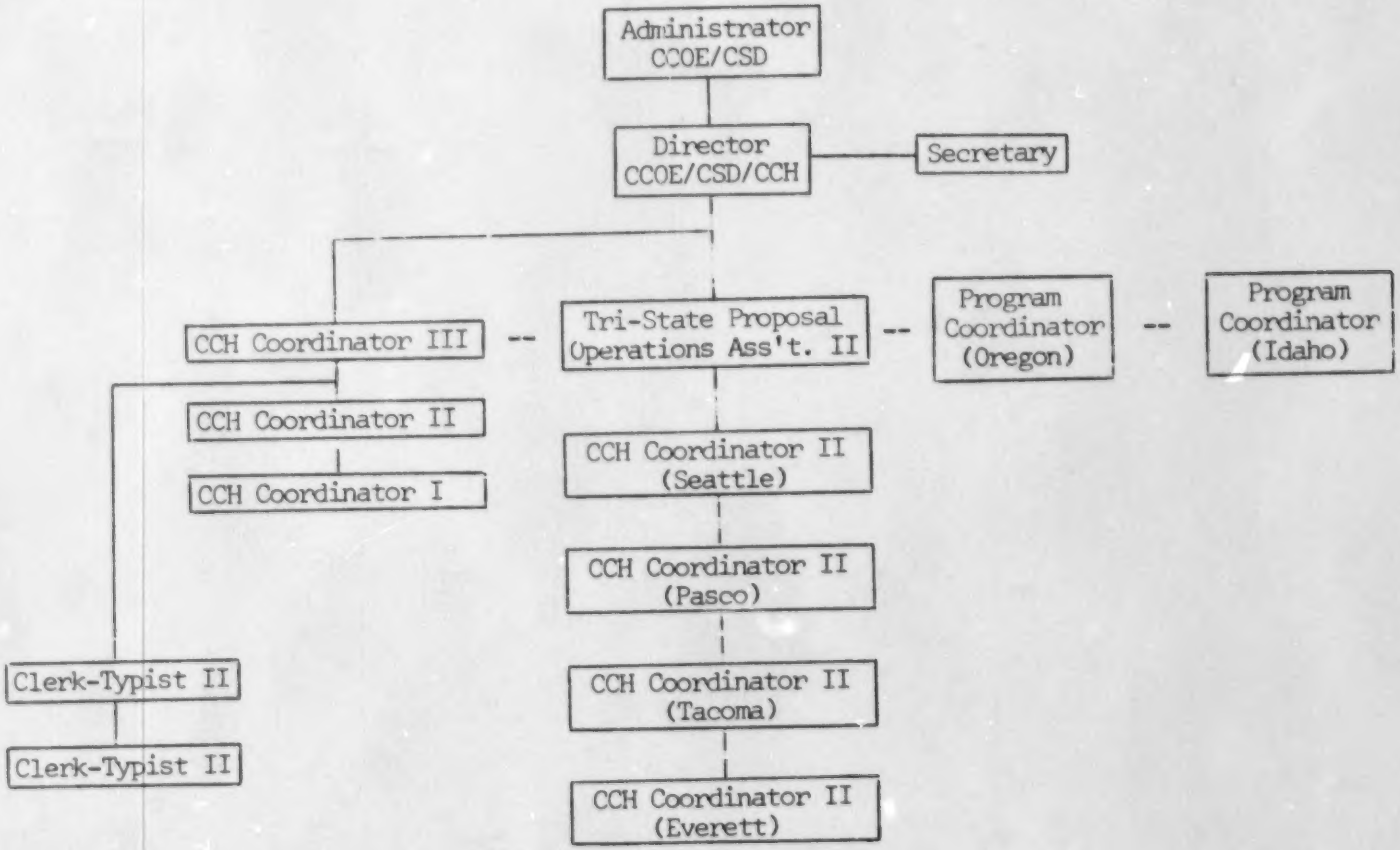
WASHINGTON



COORDINATING COUNCIL FOR OCCUPATIONAL EDUCATION
CLIENT SERVICES DIVISION

CORRECTIONS CLEARINGHOUSE

ORGANIZATIONAL CHART



CCOE is the Coordinating Council for Occupational Education
CSD is the Client Services Division
CCH is the Corrections Clearinghouse

APPENDIX F

DIVERSIONARY PROGRAM MODEL A